

The Chinese University of Hong Kong holds the copyright of this project submitted in partial fulfilment of the requirements for the Degree of Master of Business Administration. Any person or persons intending to use a part or whole of the materials in this project in a proposed publication must seek copyright release from the Dean of the Graduate School.

FAMILY FRIENDLY POLICY IN HONG KONG

by

AU KA BO, RUBY

區嘉寶

CHAK HAU YEE

戚巧兒

MBA PROJECT REPORT

Presented to

The Graduate School

In Partial Fulfilment

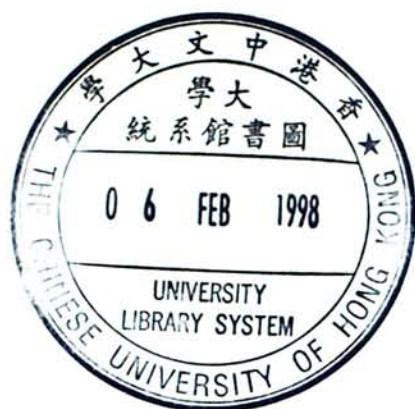
of the Requirements for the Degree of

MASTER OF BUSINESS ADMINISTRATION

TWO-YEAR MBA PROGRAMME

THE CHINESE UNIVERSITY OF HONG KONG

May 1997



APPROVAL

Name: Au Ka Bo, Ruby
Chak Hau Yee, Serina

Degree: Master of Business Administration

Title of Project: Family Friendly Policy in Hong Kong

Ngo Hang Yue
(Name of Supervisor)

Date Approved: 2nd May, 1997

ABSTRACT

To meet the growing concern of work family conflict encountered by married career women, more organizations are providing family friendly policy to alleviate their role overload caused by a double burden from the family and job. In Hong Kong, only Hong Kong Bank and some international companies like America Express, IBM, Bankers Trust and SBC Warburg offer a formalized family friendly policy to their staff. This research aims to discover the use and perception of family friendly policy by female executives. It is found that these executives perceive the family friendly policy in a favorable way. Moreover, the company can obtain bottomline benefit as these executives show an improvement in their job satisfaction and commitment to the company as well as a decline in turnover intention, if their companies can provide family friendly policy to them. Since work-family conflict can spill over to affect the society in various ways, it is proposed that organizations, being one of the resourceful units in the society, consider bearing the social responsibility in alleviating work family conflict suffered by female workers. As Hong Kong has its unique societal elements, organizations can learn from the experiences of Western countries while incorporating some modifications to their program design. Discussions on the pros and cons of the three dimensions of family-friendly policy (time support program, service support program and financial assistance program) are made to evaluate how they can be applied to local organizations and tailored to different work situations. As changes are needed throughout the process, top management support as well as an accommodating

and open corporate culture should be secured to facilitate the communication and successful implementation of the family friendly policy. While this research does not cover opinions from the organizations, further studies can be made to address the constraints faced by local organizations in implementing the family friendly policy.

TABLE OF CONTENTS

ABSTRACT.....	ii
TABLE OF CONTENTS.....	iv
PREFACE.....	vi
ACKNOWLEDGMENT.....	vii
Chapter	
I. INTRODUCTION.....	1
II. LITERATURE REVIEW.....	6
III. METHODOLOGY.....	18
Research Design.....	18
Conceptualization.....	19
Hypotheses on Work Family Conflict.....	21
Hypotheses on the Impacts on Family Friendly Policy.....	22
Hypotheses on the Availability and Usage of Family Friendly Policy.....	24
Questionnaire Design.....	25
IV. RESULTS AND FINDINGS.....	28
Respondents' Profile and Descriptive Statistics.....	28
Multivariate Analysis.....	33
Results.....	33
Findings on Work Family Conflict.....	33
Findings on Availability and Usage of Family Friendly Policy.....	45
Other Findings.....	50
V. DISCUSSION.....	57
Summary of Findings.....	57
Recommendations.....	61
Who Are Responsible to Provide Family Friendly Policy?.....	61
Who Are the Target Users?.....	62

What Kinds of Family Friendly Policy Are Needed to Provide?.....	62
How to Provide Family Friendly Policy?.....	64
VI. CONCLUSION.....	67
APPENDIX.....	70
BIBLIOGRAPHY.....	75

PREFACE

Balancing work and family duties of married career women becomes an important issue in Hong Kong today as figures show that female labor force participation has been increasing. However, traditional values that consider “male as the breadwinner and the wife staying at home to look after the house and children” are still dominating in Hong Kong. There is a general view that family duties should be borne at the individual level. However, according to past research, work family conflict as experienced by working women not only affect their job performance but also cause some societal problems. This research thus aims to explore the level of work family conflict among young women executives. In addition, it will also illustrate how the respondents perceive the family friendly policy and its relationship with their job outcomes. It is hoped that these findings will help local organizations evaluate the feasibility in providing family friendly policy to their staff.

ACKNOWLEDGMENT

We would like to take this opportunity to express our genuine appreciation and gratitude to those who have helped us in completing this report. First of all, we would like to thank our supervisor, Dr. Ngo Hang Yue, for his kind guidance throughout this project. He has contributed a lot of valuable advice and suggestions to our project idea, research methodology and questionnaire design. This research would not have completed without his continual guidance and patience.

Besides, thanks go to the Part-time MBA Program, Part-time Business Administration Degree Program and Diploma of Management Studies Program of the Chinese University of Hong Kong as well as the Hong Kong Federation of Women. Through their cooperation and generous support, we can get their students and members to help us fill out the questionnaires.

Lastly, we would like to thank all respondents who have devoted their time and effort to fill out the questionnaires for us.

Au Ka Bo, Ruby
Chak Hau Yee, Serina
May, 1997

CHAPTER I

INTRODUCTION

In recent years, family friendly policy (FFP), such as flextime, family leave, child/elderly care services and subsidies, is popular and being effectively used in the United States and Japan. It brings benefits to both employees and employers including higher job satisfaction, greater organization commitment and bottom-line benefits to company. Local Hong Kong companies can benefit by knowing if family friendly policy can achieve the same level of effectiveness in Hong Kong as in other industrial countries and whether it can help the local career women in managing their work and family life.

The issue of addressing the personal needs of married career women is extremely important today. The rapid economic development of Hong Kong and higher educational attainment of women have led to an increase in the female labor force participation rate. On the other hand, traditional gender stereotypes regarding sexual division of work, i.e. men are responsible for outside activities and women are responsible for domestic activities, are still deep rooted in the Hong Kong society. Thus career women have to bear dual responsibilities in their work and family. However, the society has failed to adequately recognize the degree to

which career women suffer from pressure and strain as a direct result of their dual responsibilities. Few organizations in Hong Kong provide a female friendly environment to alleviate the role pressure of female employees. Government also fails to provide enough institutional supports, such as childcare facilities for career women.

Career women who bear dual roles are likely to suffer from “work family conflict”. It is an inter-role conflict which occurs when the role pressures from the work and family domains are mutually incompatible or incongruous whereby participation in one role is made more difficult by virtue of participation in the other (Greenhaus & Beutell, 1985). It is worth noting that work family conflict brings about a number of negative consequences for individual.

Hong Kong's current demographic changes makes the issues of balancing the work and family of the married career women extremely important. According to the Bi-Census in 1996, female labor force participation is increasing. There are 471,904 female workers in the age group of 25-34. The labor force participation rate of female in this age group has increased 13 percent from 1986 to 1996 while the rate for their male counterparts has declined 13 percent. In addition, there are 338,337 female workers in the age group 35-44. The labor force participation rate of female in this age group has increased 61 percent from 1986 to 1996 while the rate of their male counterpart has only increased 5 percent. Forecast indicates that the female labor force participation rate will continue to increase. Furthermore, as

more women attain tertiary education, they will occupy more managerial and executive positions.

The negative consequences of work family conflicts not only affect women at the individual level, but also spill-over to organizational and societal levels. At the individual level, women having work family conflict may feel stress, job/familial dissatisfaction and career development hindrance. To avoid work family conflict, some career women may marry later in life. Thus, the percentage of unmarried women in the age group of 25-29 increases 38.7 percent and those in 30-49 increases 82.8 percent from 1986 to 1996. On the other hand, the role overload may even worsen the career women's marital relations and lead to divorce. The number of women divorce increases 161 percent from 1986 to 1996. To deal with work family conflict, some women may select a career that can better accommodate their family duties. Hence, at the organizational level, corporate human resources are affected because the female staff cannot actualize their full potential. If work family conflict is so large that women have to quit their job, it may bring a loss to the society as the accumulated human capital cannot be used to its fullest potential. Unbalanced work-family life may also lead to other social problems such as dysfunctional families.

The problem of work family conflict is intensified today because the traditional gender role ideology and gender segregation at work is still prevalent in Hong Kong. Worse still, the family structure in Hong Kong is more nuclearized as the percentage of nuclear family in Hong Kong increased 7.4 percent while the

percentage of extended family in Hong Kong decreased 14.6 percent from 1986 to 1996. Thus, married career females can receive less family assistance directly from their family members.

Due to the long-term and widespread impacts of work family conflict, it should be controlled immediately. Married career women are able to seek assistance from Filipino maids who can provide child care support as well as from the government as it plans to provide an additional 3,511 day nursery crèche place for children in the 1997 Budget Proposal. However, employers may also play a role in helping these married career women. Western experiences have proved that family friendly policy can enhance staff's morale, improve job satisfaction and productivity while lower staff's absenteeism and turnover. Is this the case in Hong Kong? Hence, we are interested in studying whether family friendly policy is effective to reconcile the work family conflict of the career women in Hong Kong.

This topic is also significant as the growing concern of Equal Employment Opportunity holds organizations legally responsible for ensuring fair treatment of female employees. To cope with legislations and compete in the market place for high quality labor, it is essential for organizations to implement proactive actions that promote the social well-being of the workforce. Although efforts by the family and community are also important, we will focus our study on what organization has to do because the employer is one of the organized parties which has the resources and influential power in helping these career women. Besides, it is popular for an organization to adopt a holistic human resources approach to

ensure the quality of the workforce. Therefore, it is important to study how family friendly policy can help the career women in Hong Kong.

Apart from the above practical significance, study of family friendly policy in Hong Kong is also significant academically as there are only few researches studying how family friendly policy can help to alleviate the work family conflict of career women in Hong Kong.

All in all, this research paper studies family friendly policy in Hong Kong with the focus on the use and perception of family friendly policy by career women. The objectives of this paper are:

1. To examine how individual, family and job factors contribute to individual work family conflict. The subjects used will be career women aged above 23 in Hong Kong.
2. To find out women's perception towards the family friendly policy, their usage pattern and its impact on their job performance, job satisfaction, turnover intention, commitment to company and their job choice.
3. To examine in what way should family friendly policy be implemented in Hong Kong. After identifying the need and perception of family friendly policy of the career women, we will make recommendations of how to tailor-make and launch this policy in Hong Kong context so as to help the local career women.
4. To document which type of companies, in terms of size and capital, are providing family friendly policy.

CHAPTER II

LITERATURE REVIEW

An important rationale for launching family-friendly policy is help to alleviate the career women's work family conflict. Work family conflict is defined as the form of inter-role conflict in which compliance with one of the role pressures from either the work or family domain makes it more difficult to comply with the other (Greenhaus & Beutell, 1985). Consequently, married women who obtain paid employment experienced significant role expansion. Such expansion has potential repercussion and leads to role conflict and role stress as the married career women struggle to fulfill multiple obligations (Campbell, et al., 1994).

Work family conflict has negative consequences at various levels: individual, organizational and societal. At the individual level, heavy work load and long work hours can increase conflict from work to family and negatively affect the quality of life. At the familial level, stress experienced by employees in the workplace can also spill over to affect the relationships among family members. Work family conflict affects parents' mood and parent child interaction, which in turn affects children's behavior. Families may also suffer when jobs are insecure or

unpredictable. Problems at home and family stress will inevitably feedback into work and generate a greater need for support (Lewis & Cooper, 1995).

At the organizational level, work family conflict affects staff's performance. Firstly, the "Compensatory Model" implies that an individual's high "adjustment" in one life area can compensate for low "adjustment" in another life area. Therefore, women who focus more time and energy in work will focus less in the family. Secondly, "Theory of Diffusion of Energy" implies that as family roles increase, a married woman's job performance and work commitment decrease (Campbell. et al., 1994). Some married women may shift to other jobs with the purpose of better accommodation of their family duties. Some may even quit their jobs when they fail to balance dual roles. This is a loss of human resources as human capital theory posits that greater work experience should be translated into greater employee value and productivity as a result of enhanced knowledge and skills, especially for women in executive and professional grades (Burke & McKeen, 1995). Nevertheless, it is argued that the effect of work family conflict appears to be a function of the nature of, rather than the number of roles involved (Campbell, et al., 1994). It is only with the introduction of motherhood role, the role expansion appears to influence work behavior and attitudes.

At the societal level, stress related illness can be costly for society in terms of health service costs. Employment which inhibits family duties performance will affect the quality of childcare and elderly care provided by these married career women (Campbell, et al., 1994).

Married women suffer more from the above negative consequences of work family conflict. Boundaries between family and work are “asymmetrically permeable” for men and women such that work responsibilities are permitted to intrude into the family for men more than vice versa, while family responsibilities have greater influence on the work roles of women than the reverse (Pleck, 1977). Also, married men suffer less work family conflict as explained by the “Expansion Model”, (i.e. Family and work roles are not competing for time and energy.) It is a “positive sum game” that time spent at work can be seen as supporting family, organization and profession simultaneously. However, married women suffer more work family conflict as explained by the “Scarcity Model”, (i.e. family and work roles are competing for married women’s time and energy.) It is a “zero-sum game” that investing more efforts in one role may lead to investing less efforts in the other (Kaldenberg, et al., 1995).

Sources of work family conflict come from significant social changes. The nuclear family with one working parent is no longer the societal norm and women are increasingly working in the paid workforce and even in managerial grades. Nevertheless, the cultural lag that traditional value of man being the breadwinner and wife staying at home still exists and welfare benefits to balance work and family responsibilities from companies and government are limited (Moore, 1994).

Two theoretical models help to explain the sources of work family conflict. The “Gender Model” accounts for how family interferes with work while the “Job

Model” accounts for how work interferes with family. It has been found that a number of job-related and family-related factors lead to greater work family conflict. For job-related variables, the higher the career salience, job involvement, time commitment to work, and job inflexibility of working married women, the greater will be the work family conflict experienced by them. For family-related variables, the greater the number of children and the stronger the family orientation, the greater will be the work family conflict (Ngo, 1993).

In Hong Kong, work family conflict of career women is widespread. It is a manifestation of the gender role stereotypes regarding division of labor between men and women in Hong Kong. Ngo (1992) observed that career women in Hong Kong have to shoulder “double burden” (i.e. work and family responsibilities). Husbands only have limited participation in childcare and household chores. Nevertheless, work organizations fail to provide family friendly policy. Worse still, law and social policies in Hong Kong that would promote and protect women’s economic participation are few in numbers and limited in scope. The provision of childcare by the government has long been criticized as insufficient to meet increasing demand. All these make married career women suffer from work family conflict (Ngo, 1992). On the other hand, work family conflict constraint married women climbing up the career ladder in Hong Kong. To a certain extent, jobs do interfere with marital relationship. Being single or divorced is the price that many women pay for their advancement in the business world. Another coping strategy and sacrifice made is the postponement of marriage (Chow, 1995).

The duties of balancing work and family duties should be jointly responsible by individual, employer and society as a whole. Thus, employers can no longer deny this responsibility to the staff and the government. Instead of discriminating the married career women by glass-ceiling, it is increasingly being argued that companies should adopt a synergy approach to look for a win-win situation to benefit employers, workers and families, and the society. By doing this, it is hoped that employees can have greater life satisfaction and family harmony, employers can attract and retain high quality staff, while society as a whole has less social problems (Lewis, 1997). To assist the married staff, *family friendly policy* in the form of flextime, childcare services and financial assistance are needed.

Family friendly policy is defined as working arrangement that make it easier for individual to manage the often conflicting worlds of work and family lives (Moore, 1994). More importantly, family friendly policy should not only be seen as a benefit program, but a systematic change within organization and a need for synergy between the diverse needs and identities of various groups or mutual flexibility in work (Lewis & Cooper, 1995).

The prime reason to launch family friendly policy is to alleviate the effect of work family conflict as discussed above. Its introduction is particularly urgent and important today because of the increasing number of women in the workforce on the one hand, and increasing competition of executive and managerial professionals in the labor market on the other hand. (Hand & Zawacki, 1994). Moreover, it becomes more important today as downsizing becomes popular. The shift to more

“lean and mean” companies contributes to the need to make employees more productive and operations more efficient, motivating factors are thus becoming critical. The family friendly policy can motivate staff to have better performance and stronger commitment to company (Hand & Zawacki, 1994).

In this study, family friendly policy are divided into 3 dimensions: time, services and money. The type of policies in each dimension are summarized in the following table:

TABLE 1

FAMILY FRIENDLY POLICY - TYPES AND DEFINITIONS

TYPES	DEFINITION
<u><i>Time Dimension</i></u>	
Flextime	Flexible starting and quitting times per day, but working a standard number of hours per week, or month, on a regular basis
Compressed workweek	Working full-time in less than a five-day work week
Job sharing	Two people sharing one full-time position, including the sharing of paid benefits
Family leave	Leave granted to staff to deal with family matters
<u><i>Services Dimension</i></u>	
Employee Counseling	Counseling for the employee and the employee's family on family issues
Resources and referral services	Information provided to staff to help them source and judge quality care
On-site child care or elderly day care	Company-run or sponsored care centers for child and elderly
Free to choose work location	Flexibility to work at home or office
<u><i>Money Dimension</i></u>	
Subsidization of dependent care cost	Company sponsorship for dependent care cost

Sources: "Family-Friendly Work Policies," Work & Family, November-December 1993, p. 50-51.

Family friendly policy has both strengths and weaknesses: For the *time dimension* of family friendly policy, studies consistently show that greater time flexibility, rather than specific dependent-care benefits, is the most desirable family friendly policy for the employed parents (Schwartz, 1996). First of all, this policy assists employees in coordinating work and non-work arrangement and thus reduces absenteeism while increasing productivity and retention rate. Second, flextime programs have modest costs consisting mainly of set-up and administration. Third, because all employees can potentially benefit from flextime and because of relatively small compensating wage differentials, it can avoid the problem that non-users of family friendly policy will feel unfair (Johnson & Provan, 1995). Fourth, flextime arrangement has unforeseen benefit. In having to train subordinates to provide information in the absence of others, the marketability and skill level of the staff is increased (Hohl, 1996). Nevertheless, time dimension of family friendly policy does have some limitations: First, flextime is not suitable to a number of female-dominated jobs such as assembly-line work and reception work (Pringle & Tudhope, 1994). Second, there is a higher cost of flexible leave policies which include possible payment for time not worked and the hiring and training costs associated with temporary employee replacement. Third, studies find that sick leave to care for dependent children and job sharing does little to enhance productivity (Johnson & Provan, 1995).

For *service dimension* of family friendly policy, actual provisions for childcare information and referral of childcare potentially enhance productivity in several ways. By releasing the women's time on locating care, the career women can take less job leave, focus more on work as their children have more dependable and higher quality

care. This alternative can become an attractive enticement for recruiting and retaining employees (Johnson & Provan, 1995). However, building an on-site or near site day care facility is costly and it is difficult to efficiently manage and run a day care facility if the company is not familiar with the dependent care industry (Hand & Zawacki, 1994).

For *money dimension* of family friendly policy, the greatest strength is its flexibility and staff can use this financial assistance to alleviate their unique problems. Moreover, it is welcomed by employees as cash is KING in Hong Kong. The weakness of financial assistance is the lack of control as management cannot ensure whether the staff really use the payment for family affairs (HK Staff, 1996).

All in all, family friendly policy as a whole can increase productivity and enhance performance of the staff. By providing family friendly policy to employees, those who stand to gain the most may put forth extra effort as a way of balancing the equity equation in the "Equity Theory of Motivation" (Johnson & Provan, 1995). Family friendly policy helps to raise employees' commitment and positive attitudes towards companies, too. According to the "Balance Theory" and the related "Dissonance Theories of Social Attitudes", there must be a balance between attitudes and behavior within an individual (Grover & Crooker, 1995). If the person accepts privileges or benefits from the organization but holds negative attitudes toward the company, a cognitive dissonance is resulted. Then, that person will overcome the cognitive dissonance by holding more positive attitude toward the company. Besides, family friendly policy may influence commitment to the organization symbolically as it symbolizes corporate concern. "Theories of Social Justice" predicts that an employee

will have more positive attitudes and affective commitment toward the organization. Such an effect will spill over even to the non-users of the family friendly policy (Grover & Crooker, 1995). Moreover, family friendly policy can be used as a recruitment tool to attract high quality professional women because of the employees' willingness to sacrifice family for work (Osterman, 1995). Last but not the least, family friendly policy is supported because of its bottom-line advantage and its effectiveness to recruit a diversity of workforce (Lewis, 1997). It has bottom-line benefit to company as it can raise productivity, improve retention rate and job satisfaction and reduce cost of turnover (Johnson & Provan, 1995).

Large organizations are more likely to provide family friendly policy as they can take advantage of economies of scale in providing family benefits and are less likely to be burdened by the start-up costs of family benefits that require an initial investment (e.g. on-site child care centers). On the other hand, small companies cannot enjoy economies of scale to support some family benefits such as on-site child care centers but they can provide employees with flextime or part-time work as feasible solutions (Salkever & Singerman, 1990). This result is also confirmed in other studies but with a different argument that large organizations are more visible and receive more attention from regulators, the media, and the public, and they are therefore held to higher standards of institutional compliance than smaller organizations (Goodstein, 1994; Powell, 1991). Large organizations have also been found to be more responsive to work-family issues (Morgan & Milliken, 1982).

In Hong Kong, the development of family friendly policy is just in the infant / introductory stage. Only Hong Kong Bank provides child care center services. Hong Kong Bank provides two work-based child care centers in Cheung Sha Wan and Whampoa Garden respectively which are funded by employer (HK Staff, 1995). On the other hand, some multinationals in Hong Kong like IBM, Bankers Trust, American Express and SBC Warburg provide "Flexible Benefit" which also assist people to balance their work-family duties. A flexible benefit scheme is one which provides employee a "menu" of benefits and grant them an allowance to spend on those benefits in whatever combination to best suit their circumstances (HK Staff, 1996). Under this flexible benefit scheme, married career women can receive more benefits in extra holidays or financial bonus.

Nevertheless, family friendly policy is not a panacea. In other words, work family conflict and role-overload will not be immediately solved once family friendly policy is introduced. Various supporting elements are needed. First of all, the launch of family friendly policy should be perceived as "fair". Otherwise, it will only create ill-feeling and jealousy among the staff (Pringle & Tudhope, 1994). Second, supports from direct supervisors and top management are also needed. A family friendly organizational culture which cares for the staff and encourages their use of family friendly policy is important. Otherwise, employees will be reluctant to use the family friendly benefits even though they are available as to avoid being labeled as poor ability in handling work and family duties (Schwartz, 1996).

In sum, family friendly policy is found to be effective in alleviating work family conflict of career women in United States and Japan as indicated by research. However, Hong Kong situation is somewhat different from those of United States and Japan as many career women are assisted by their families and Filipino maids (Hills, 1993). Culturally speaking, the family structure and sexual division of labor in the household are also different. In addition, the work values are unique in Hong Kong. Given these differences, we are interested to study whether family friendly policy can have the same level of effectiveness in Hong Kong as in other industrial countries. To do so, we will investigate the use and perception of family friendly policy among a group of female employees.

CHAPTER III

METHODOLOGY

Research Design

This research aims to study how family friendly policy help to reconcile female executives' work family conflict. A questionnaire survey is conducted among female executives to explore their experience of work family conflict, their use and perception of family friendly policy and its impacts on job outcomes. The survey design is as follows:

1. Target Population: Our target population are all female executives aged 23 or above in Hong Kong. We choose them as our observational units because this segment is more likely to suffer stress from role overload. Hence, it is useful to examine how this group of people perceive family friendly policy so as to evaluate the impacts of family friendly policy in Hong Kong.
2. Sample Size : Due to our time and resources constraints, our targeted sample size is about 100.
3. Sampling Method: A convenience sampling is used to access our target sample. Part-time students of Business Diploma, Bachelor of Business Administration and Master of Business Administration programs are chosen as our sample because

they can meet our selection criteria of female executives aged over 23. Questionnaires are distributed to them during class break or after class. To obtain a more representative sample with different educational background, we have contacted the Hong Kong Federation of Women. However, out of the 30 questionnaires sent to them, only 3 questionnaires are received. Due to the low response rate (10 percent), we have used our personal networks like friends or previous colleagues to complete the questionnaires for us. A total of 104 questionnaires are successfully completed with the number of respondents shown in blankets.

- Part-time MBA of the Chinese University of Hong Kong (15)
 - Part-time Business Administration Degree of the Chinese University of Hong Kong (43)
 - Diploma of Management Studies of the Chinese University of Hong Kong (20)
 - Hong Kong Federation of Women (3)
 - Personal Networks, e.g. friends and colleagues (23)
4. Survey Method: Information is collected through self-administered questionnaires which are distributed to our samples in March 1997. (A sample questionnaire is attached in Appendix I)

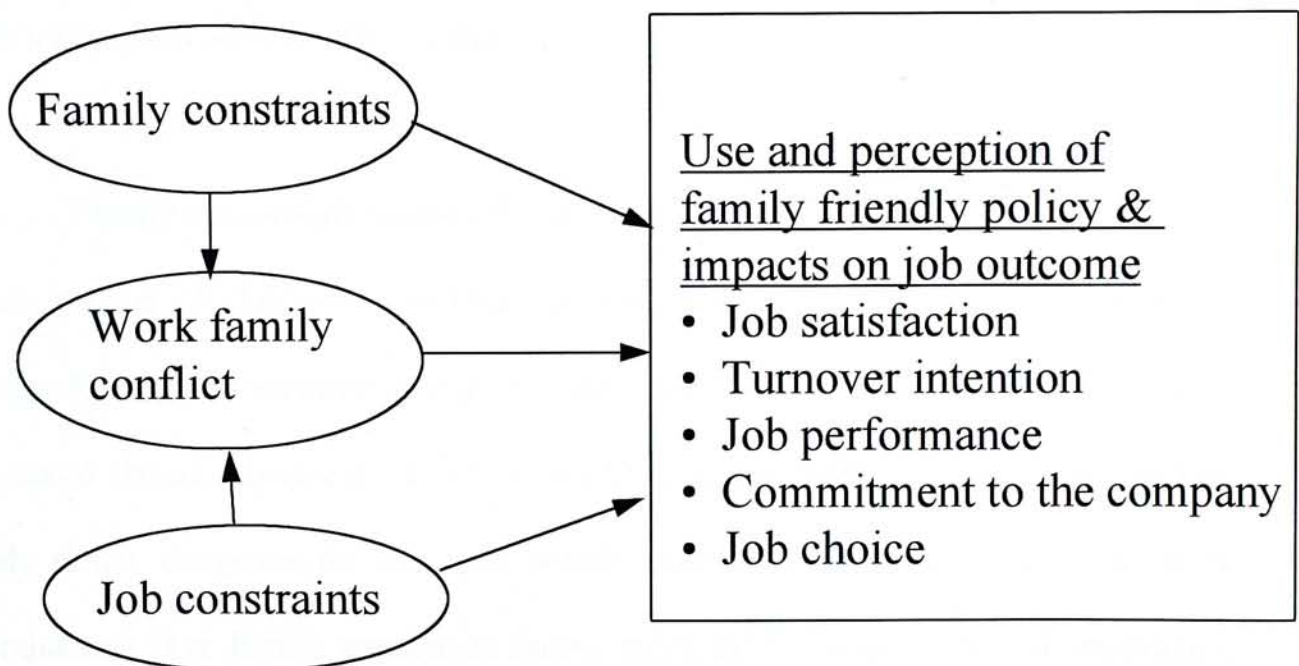
Conceptualization

To put our research into perspectives, our research is based on the following schema. First, individual factors like demographics, job and family demands are

studied to see how they affect the work family conflict. Use and perception on family friendly policy are also studied. To study how the provision of family friendly policy affect women's performance at work, the impacts of family friendly policy on job outcomes as perceived by the working women are evaluated. Lastly, we will also review the availability and usage of family friendly policy in Hong Kong. As family constraints, job constraints and work family conflict are considered as independent factors that act on the use and perception of family friendly policy, our schema of survey design is shown as follows :

FIGURE 1

CONCEPTUAL MODEL



Based on the above schema, five main hypotheses are tested with the following objectives :

- To see if family and job constraints can explain the level of work family conflict faced by the female executives and their perception towards family friendly policy.

- To see how family constraints, job constraints, and work family conflict affect the use and perception of family friendly policy.

Hypotheses on Work Family Conflict

First, we will identify what factors will lead to women's work family conflict. *Work family conflict* is measured by a scale of 5 items with reliability alpha of 0.84. It is used to test how their work and family roles conflict with each other.

A regression model with two sets of independent variables is used to explain the work family conflict. First, individual factors like age, education, personal income are set as control variables. Then family constraints are added to test how much more these will explain work family conflict.

Family constraints include family duties which are dictated by one's marital status, number of children to be taken care of, and availability of family assistance. Family duties are measured along the three dimensions: (1) involvement in daily household chores; (2) care for children; and (3) care for elderly. As heavy demand of family duties competes for the time female executives devoted to their job, it is hypothesized that female executives facing more family constraints will experience greater work family conflict. So our first hypothesis is :

H1: The more the family constraints, the greater the work family conflict.

Second, we will add job constraints to our regression model to see how this factor will contribute to work family conflict. Workplace constraints and inflexible work schedule will lead to stressful situation due to time-based conflict. In our model, job constraints includes job rigidity, employment status, working hours and career aspiration.

Job rigidity is measured by a scale of 5 items with a reliability alpha of 0.78. The 5 items are: (1) frequency of overtime; (2) irregularity of working hours; (3) out-of-town business trips; (4) work on weekends and Sundays; and (5) time pre-occupied with thinking about the job after working hours. These workplace constraints are chosen because an inflexible work schedule are found to result in a greater level of work family conflict (Carlson, 1995).

Career aspiration is measured by a self-construction 5-statements scale with a reliability alpha of 0.82. If a woman cannot meet her career aspiration due to heavy family duties, work family conflict may result. So our second hypothesis is :

H2: The more the job constraints, the greater the work family conflict.

Hypotheses on the Impacts on Family Friendly Policy

Third, we will explore if family constraints, job constraints and work family conflict will impact on the use and perception of family friendly policy. In our research, impacts are assessed by the perception of helpfulness of family friendly policy

by the respondents as well as their attitudes towards job outcomes when family friendly policy are provided.

Perception of helpfulness of Family Friendly Policy is measured by a scale of 9 items with a reliability alpha of 0.91. To have a more detailed analysis, we have divided the scale into 3 dimensions: (1) Time Support, a sub-scale of 4 items with a reliability alpha of 0.85; (2) Service Support, a sub-scale of 4 items with a reliability alpha of 0.79 and (3) Financial Support, with one single item only.

Since these policies can alleviate the work family conflict, we hypothesize that higher job and family constraints will lead to a more favorable perception towards all the time, service and financial supports of family friendly policy.

Besides, a favorable perceived helpfulness may translate to positive career women's job attitudes, as measured in our study by higher job satisfaction, lower turnover intention, better job performance, more commitment to the company and job choice.

Based on the above arguments, we hypothesize that:

H3: The more the family constraints, the more favorable impact the family friendly policy will bring.

H4: The more the job constraints, the more favorable impact the family friendly policy will bring.

H5: The higher the work family conflict, the more favorable impact the family friendly policy will bring.

Hypotheses on Availability and Usage of Family Friendly Policy

In addition to these hypotheses at the individual level, we also develop some hypotheses regarding the availability and usage of family friendly policy at the corporate level. We will test how company characteristics in terms of size and capital based will affect the availability of family friendly policy.

According to our literature review, it is argued that large companies, in terms of number of staff, can enjoy economies of scale in the provision of family friendly policy. Hence, we hypothesize that:

H6: The greater the size of an organization, the more family friendly policy items are available for employees.

Although there is no previous research about the provision of family friendly policy by capital based, we also try to see if Asian based companies will tend to provide more family friendly policy than non-Asian based companies because family values are always emphasized in Asian culture while western culture tend to be more individualistic. In our study, Asian based companies include local based, Mainland Chinese based and Japanese based firms. Non-Asian based include American and British based. Our hypothesis is :

H7: More family friendly policy will be provided by Asian based companies than by non-Asian based companies.

Along with the availability of family friendly policy, we will also explore how company size and capital base will affect the usage of family friendly policy. This is because the 1993 report by Work/Family Directions (Schwartz, 1996) discovered that although family friendly policy are officially “on the books”, relatively few employees use them. Low usage reflects both resistance of managers to unconventional work arrangements and employees’ fear of negative career consequences. So the following hypotheses are tested :

H8: The greater the size of an organization, the higher the usage of family friendly policy items.

H9: More family friendly policy will be used in Asian companies than by non-Asian companies.

Questionnaire Design

Our questionnaire is divided into three parts. The first part is designed to collect information related to job constraints, family constraints and work family conflict. In the second part, questions are asked to see how popular is the provision and usage of family friendly policy, and how this policy are perceived by the female executives. The last section collects demographic information about the respondents, like their age, educational level, marital status, employment status and monthly average income. Table 2 is a summary of the questionnaire design.

For hypotheses H1 - H5, they are analyzed based on regression models. For H1 and H2, three set of variables (individual factor, family and job constraints) are defined and entered sequentially into the same regression model to identify the incremental explanatory power on work family conflict. For H3-H5, four set of variables (individual factor, family and job constraints, work family conflict) are entered sequentially into the same regression model to identify the incremental explanatory power on family friendly policy. For H6-H9, analysis of variance are used to compare the differences of means among various groups.

TABLE 2
SUMMARY OF QUESTIONNAIRE DESIGN

Q.	Variables	Measurement	Construction of Scale
1.	Allocation of time	No. of hours	single item
2.	Degree of involvement in family duties	3 items on a 4-point scale	
3.	Family Assistance	6 items Yes/No	
4.	Job rigidity	5 items on a 5-point scale	reliability alpha = 0.78
5.	Level of position	level	single item
6.	Length with present employer	year	
7.	Length in present position	year	
8.	Work family conflict	5 items on a 4-point scale	reliability alpha = 0.84
9	Career Aspiration	5 items on a 4-point scale	reliability alpha = 0.82
10	Provision and Use of Family friendly policy	Yes/No	
11	Perceived helpfulness of Family friendly policy	4-point scale	reliability alpha = 0.91
12	Impact of Family friendly policy on job satisfaction, turnover intention, job performance and commitment to the company	4 items on a 5-point scale	
13	Impact of Family friendly policy on Job Choice	5-point scale	
14	Education	level	single item
15	Age	year	single item
16-18	Marital Status		single item
19	Employment status		single item
20	Employment sector		single item
21	Capital base		Hong Kong, Chinese and Japanese run companies are classified as Asian based companies, the rest as non-Asian based companies
22	Company size		single item
23	Monthly own income		single item
24	Monthly household income		single item

CHAPTER IV

RESULTS AND FINDINGS

Respondents' Profile and Descriptive Statistics

This research covers 104 respondents who are female executives with the age of 23 or above. The detailed description of their background information is listed in Table 3. The majority of the respondents (61 percent) have bachelor's degree or professional qualification. In addition, 62.5 percent of them have average monthly household income of HK\$15,000-50,000, while 63.5 percent of them have average monthly individual income of HK\$10,001-30,000. Regarding employment situation, most of our respondents are working on a full time basis (96.2 percent) and in the junior executive grade (57.7 percent). Besides, 59.6 percent are working in Asian based companies, and 64.4 percent are working in companies with staff over 100.

Regarding family situation, due to the limitations of our sampling method, 31.7 percent of our samples are married while 67.3 percent are single and 1 percent is divorced. Most of the married respondents have children below 6 years old. As our sample are predominately single female, our conclusion on work family conflict may not be representative enough to generalize the results to the whole Hong Kong situation.

As for the time allocation, the mean time our samples spend in work and family duties are 9.15 hours and 1.55 hours respectively with standard deviations of 1.76 hours and 1.38 hours respectively. They spend much less time on family duties than on work duties.

TABLE 3

RESPONDENTS PROFILE AND DESCRIPTIVE STATISTICS (N=104)

<u>Age Group</u>	<u>N</u>	<u>Percent</u>
23-38	35	33.7
29-34	54	52.0
35 or above	14	13.4
 <u>Education Level</u>	 <u>N</u>	 <u>Percent</u>
Secondary, including matriculation	12	11.5
Post-secondary Diploma	17	16.3
Bachelor's degree/Professional Qualification	61	58.7
Postgraduate degree	14	13.5
 <u>Marital Status</u>	 <u>N</u>	 <u>Percent</u>
Single	70	67.3
Married	33	31.7
Divorce	1	1.0
 <u>Years of Marriage</u>	 <u>N</u>	 <u>Percent</u>
Less than 1 year	2	1.9
Over 1 year but less than 5 year	16	15.4
Over 5 years but less than 10 years	10	9.6
Over 10 years	6	5.8
 <u>Children Age</u>	 <u>N</u>	
No. of children under 3 years old	9	
No. of children over 3 years but below 6 years old	8	
No. of children over 6 but below 12 years old	3	
No. of children over 12 years old	3	
Not applicable	87	

<u>Level of Position</u>	<u>N</u>	<u>Percent</u>
Senior Managerial / Executive Level	10	9.6
Middle Managerial / Executive Level	32	30.8
Junior Managerial / Executive Level	60	57.7

<u>Length with Present Employer</u>	<u>N</u>	<u>Percent</u>
1 year or less	23	22.1
More than 1 year but less than 5 years	39	37.3
More than 3 years but less than 5 years	15	14.4
5 years or more	26	25.0

<u>Length at Present Position</u>	<u>N</u>	<u>Percent</u>
1 year or less	28	26.9
More than 1 year but less than 3 years	46	44.2
3 years or more	28	26.9

<u>Current Employment Status</u>	<u>N</u>	<u>Percent</u>
Self-employed	3	2.9
Working full time	100	96.2
Working part time	1	1.0

<u>Company Capital Based</u>	<u>N</u>	<u>Percent</u>
Asian based	62	59.6
European / American based	34	32.7

<u>Company Size (number of staff)</u>	<u>N</u>	<u>Percent</u>
1-19	12	11.5
20-49	11	10.6
50-99	13	12.5
100-499	29	27.9
500 and over	38	36.5

<u>Average Monthly Own Income</u>	<u>N</u>	<u>Percent</u>
Less than HK\$10,000	5	4.8
HK\$10,001 - HK\$30,000	66	63.5
HK\$30,001 - HK\$50,000	20	19.2
HK\$50,001 - HK\$100,000	9	8.7

<u>Average Monthly Household Income</u>	<u>N</u>	<u>Percent</u>
Less than HK\$15,000	4	3.8
HK\$15,001 - HK\$30,000	32	30.8
HK\$30,001 - HK\$50,000	33	31.7
HK\$50,001 - HK\$100,000	24	23.1
HK\$100,000 or above	7	6.7

<u>Working Hours</u>	<u>Mean</u>	<u>Standard deviation</u>
	9.15 hours	1.76 hours

<u>Family Duties Hours</u>	<u>Mean</u>	<u>Standard deviation</u>
	1.55 hours	1.38 hours

Multivariate Analysis

For hypothesis 1-5, we will use regression analysis to assess the effects of family factors, job factors and work family conflict on respondents' use and perception of family friendly policy. Our significance level is set at 0.05. For hypothesis 6-9, we will test them by using t test and ANOVA.

Results

Findings on Work Family Conflict

It was found that the overall level of work family conflict among our respondents is low, with a mean of 2.01 and a standard deviation of 0.57. As expected, there is significant difference in the level of work family conflict between those single and married respondents as well as those with children and without children.

For the first two hypotheses which identify the factors leading to women's work family conflict, we found that Hypothesis 1 that states that the more the family constraints, the greater will be the work family conflict is rejected ($R^2=0.156$, $F=0.125$, $p<0.05$). It is understandable as the mean time our samples spend in family duties is only 1.55 hours per day, as compared to 9.15 hours on work. As most of respondents are single, their family duties are not heavy. Due to the lack of role overload, their level of work family conflict is low. Nevertheless, the regression model reveals that the factor of family assistance from spouse is significant ($b=0.425$,

$p < 0.05$). It shows that if the respondents' husbands assist them in family duties, they will have greater work family conflict. There are two interpretations to this phenomenon. As mentioned in the literature review, there is a cultural lag in Hong Kong and the idea of "man in work and women in family" is still influential. As a result, working ladies may feel guilty that they have not fulfilled their roles of "wife" and "mothers" and need their husband's help. Another interpretation is that these career women are shouldering excessive family duties. Despite the support from their spouse, they cannot finish all their family duties. Therefore, they will have a greater work family conflict.

The hypothesis that the more the job constraints, the greater will be the work family conflict is accepted ($R^2 = 0.117$, $F = 0.022$, $p < 0.05$). In Table 4, the regression model shows that job rigidity is a significant factor in causing work family conflict ($b = -0.260$, $p < 0.01$). This means that inflexible work arrangement can lead to work family conflict. As our respondents spend a daily average of 9.15 hours on work, they may encounter time-based conflict as they do not have enough time to take care of their family duties. This implies that organizations can help alleviate the work family conflict of the female executives by giving them more time flexibility to accommodate their family duties. Some time-based family friendly policy like flextime, compressed workweek, job sharing and family leave may thus be helpful in resolving their work family conflict.

TABLE 4

REGRESSION ANALYSIS ON WORK FAMILY CONFLICT

Independent Variables	
<u>Individual Factors</u>	
Age	-0.015 (0.109)
Education	-0.116 (0.081)
Own income	0.216 (0.126)
R-square (with F=0.011)	0.126*
<u>Family Factors</u>	
Hours on family duties	0.002 (0.056)
Daily household chores	0.021 (0.059)
Take care of children	0.191 (0.133)
Take care of elderly	0.044 (0.063)
Child under 3	0.392 (0.259)
Child over 3 but below 6	-0.454 (0.451)
Child over 6 but below 12	-0.824 (0.458)
Child over 12	0.282 (0.264)
Domestic Helper	-0.226 (0.183)
Community child care & family services	-0.743 (0.896)
Private child care & family services	1.026 (0.683)
Assistance from spouse	0.425* (0.210)
Assistance from other family members	0.061 (0.133)

Assistance from friends/neighbors	0.015 (0.262)
Marital status	-0.107 (0.191)
Change in R-square (with F=0.125)	0.156
<u>Job Factors</u>	
Job rigidity	-0.260** (0.074)
Employment Status	0.022 (0.299)
Hours on work	-0.059 (0.042)
Career aspiration	0.014 (0.144)
Change in R-square (with F=0.022)	0.117*
Constant	2.944 (0.913)

N=104

* $p < 0.05$; ** $p < 0.01$

Standard errors are in parentheses

The hypothesis that the more the family constraints, the more favorable the impact the family friendly policy will bring is accepted on perception level. The regression model in Table 5 shows if female executives face a higher level of family constraints, they will find the time support ($R^2 = 0.533$, $F=0.000$, $p<0.05$), service support ($R^2 = 0.396$, $F= 0.001$, $p<0.05$) and money support ($R^2 = 0.399$, $F= 0.001$, $p<0.05$) of family friendly policy helpful to them. In particular, it shows that if our respondents are married, they will perceive the three kinds of family friendly policy as more helpful. The results also shows that for women who have children under 3 years old tend to perceive the service and time support more favorably. As children under 3 years old require much attention from their mother, if service support such as on-site child care services are provided to these female executives, they can concentrate more on their work and enjoy peace of mind on their family duties. Also, if the female executives are already receiving assistance from their spouse, they still appreciate service support from the company. This suggests that there are a lot of rooms for organizations to help lessen the family duties of their female staff. Besides, women who have children at various age ranges perceive time support favorably. This suggests that motherhood role consumes a lot of the female executives efforts. This explains why even though these female executives receive assistance from community child care and family services, they still find time support from the company helpful to them.

This hypothesis is also accepted on job outcome too. As shown in Table 6, the results indicate that the more the family constraints, especially if the respondents are

married, given the provision of family friendly policy, it can increase their job satisfaction ($R^2 = 0.214$, $F=0.001$, $p<0.05$), lower their turnover intention ($R^2 = 0.491$, $F=0.000$, $p<0.05$) and increase their commitment to the company ($R^2 = 0.505$, $f = 0.000$, $p<0.05$). However, our respondents perceived that family friendly policy will have no impact on their job performance ($R^2 = 0.128$, $F=0.346$, $p<0.05$) nor their job choice ($R^2 = 0.197$, $F=0.477$, $p<0.05$).

The hypothesis that the more the job constraints, the more favorable impact the family friendly policy will bring is accepted on perception level. The model shows that the more the job constraints, the more helpful the female executives perceive the time support ($R^2 = 0.062$, $F=0.000$, $p<0.05$), service support ($R^2 = 0.031$, $F = 0.001$, $p<0.05$) and money support ($R^2 = 0.024$, $F= 0.002$, $p<0.05$) of family friendly policy.

Regarding impacts on job outcomes, the hypothesis is accepted too. The model indicates that the more the job constraints, given the provision of family friendly policy, it can increase their job satisfaction ($R^2 = 0.02655$, $F=0.003$, $p<0.05$), lower their turnover intention ($R^2 = 0.10008$, $F=0.000$, $p<0.05$) and increase their commitment to the company ($R^2 = 0.01856$, $F = 0.0000$, $p<0.05$). However, it shows that there will be no impact on their job performance ($R^2 = 0.03106$, $F=0.456$, $p<0.05$) nor their job choice ($R^2 = 0.014$, $F=0.683$, $p<0.05$). Both job rigidity and employment status are significant factors in their attitude towards turnover intention.

If the respondents are working full time, they will have lower turnover intention, given the provision of family friendly policy ($b=-1.499$, $p<0.05$). This is understandable as full time job requires more time and energy, greater work loads and more inflexibility. If the respondents have greater job rigidity, they will have lower turnover intention, given the provision of family friendly policy ($b=-0.276$, $p<0.05$) because the policy can lessen their job inflexibility.

This result supports the previous study (Ngo, 1992) that married women may try to seek employment opportunities with greater flexibility (i.e. easy reentry, flexible working hours, and convenient job location). By doing so, they can easily shift their time and investment back and forth between paid and family work and thus enable them to reconcile their dual responsibilities. Women with greater familiar responsibilities are more likely to select an employment status that is more flexible and requires less work commitment (Ngo, 1992).

The hypothesis that the higher the work family conflict, the more favorable the impact the family friendly policy will bring is accepted on perception level. The results in Table 5 show that women with higher work family conflict will have a more positive perception on the time support ($R\text{ square}=0.015$, $F=0.000$, $p<0.05$), service support ($R\text{ square}=0.049$, $F=0.000$, $p<0.05$), and financial support ($R\text{ square}=0.001$, $F=0.004$, $p<0.05$) of the program. This means that family friendly policy is helpful in alleviating their work family conflict.

Similar to the above findings, the greater the work family conflict, the higher the level of job satisfaction ($R^2=0.008$, $F=0.000$, $p<0.05$), the lower the turnover intention ($R^2=0.001$, $F=0.000$, $p<0.05$), the higher the commitment to the company ($R^2=0.001$, $F=0.000$, $p<0.05$) given the provision of family friendly policy. However, work family conflict has no impact on job performance ($R^2=0.001$, $F=0.523$, $p<0.05$) nor job choice ($R^2=0.021$, $F=0.635$, $p<0.05$).

TABLE 5

**REGRESSION ANALYSIS ON PERCEPTION OF FAMILY FRIENDLY
POLICY**

Independent Variables	Time Support	Service Support	Money Support
<u>Individual Factors</u>			
Age	0.009 (0.164)	-0.054 (0.219)	-0.093 (0.247)
Education	-0.032 (0.128)	-0.049 (0.146)	-0.156 (0.186)
Own income	-0.039 (0.199)	-0.257 (0.279)	-0.241 (0.306)
R-square	0.105* F=0.042	0.096* F=0.068	0.065 F=0.154
<u>Family Factors</u>			
Hours on family duties	0.026 (0.109)	-0.109 (0.125)	-0.142 (0.164)
Daily household chores	0.054 (0.098)	0.078 (0.111)	-0.022 (0.137)
Take care of children	0.223 (0.224)	-0.083 (0.251)	0.058 (0.311)
Take care of elderly	0.125 (0.099)	-0.002 (0.119)	0.169 (0.148)
Child under 3	1.489** (0.417)	1.243** (0.454)	0.591 (0.608)
Child over 3 but below 6	-2.158** (0.747)	-0.328 (0.820)	-0.837 (1.019)
Child over 6 but below 12	-0.048 (0.864)	0.085 (0.893)	-1.473 (1.062)
Child over 12	1.317* (0.589)	-0.049 (0.672)	0.752 (0.595)
Domestic Helper	0.094 (0.265)	0.424 (0.307)	-0.185 (0.406)
Community child care & family services	-3.411* (1.339)	-2.012 (1.509)	-1.408 (2.049)
Private child care & family services	1.316 (1.031)	0.122 (1.188)	-0.904 (1.573)

Assistance from spouse	-0.676 (0.359)	-1.026* (0.414)	-0.517 (0.486)
Assistance from other family members	0.093 (0.206)	-0.107 (0.236)	-0.076 (0.317)
Assistance from friends/neighbors	0.099 (0.423)	-0.182 (0.425)	-0.635 (0.581)
Marital status	0.716* (0.321)	0.872* (0.369)	1.491** (0.421)
Change in R-square	0.533** F=0.000	0.396** F=0.001	0.399** F=0.001
<u>Job Factors</u>			
Job rigidity	-0.192 (0.117)	-0.118 (0.140)	-0.133 (0.180)
Employment Status	-0.523 (0.448)	-1.377* (0.680)	-0.552 (0.661)
Hours on work	-0.003 (0.066)	-0.039 (0.078)	-0.109 (0.099)
Career aspiration	-0.271 (0.212)	-0.018 (0.263)	-0.106 (0.317)
Change in R-square	0.062** F=0.000	0.031** F=0.001	0.024** F=0.002
<u>Work family conflict</u>	0.317 (0.192)	0.540* (0.217)	0.116 (0.285)
Change in R-square	0.015** F=0.000	0.049** F=0.000	0.001** F=0.004
Constant	2.887 (1.441)	4.255 (1.856)	4.242 (2.200)

*p<0.05; ** p<0.01

Standard errors are in parentheses

TABLE 6

REGRESSION ON JOB OUTCOME OF FAMILY FRIENDLY POLICY

Independent Variables	Job Satisfaction	Turnover Intention	Job Performance	Commitment to the Company	Job Choice
Individual Factors					
Age	-0.155 (0.176)	0.050 (0.179)	0.076 (0.164)	-0.119 (0.156)	0.070 (0.275)
Education	-0.159 (0.133)	0.105 (0.136)	-0.194 (0.124)	-0.176 (0.118)	0.110 (0.209)
Own income	0.366 (0.214)	-0.112 (0.219)	0.422* (0.199)	0.180 (0.189)	-0.039 (0.336)
R-square	0.290 F=0.072	0.035 F=0.419	0.113* F=0.023	0.089 F=0.058	0.022 F=0.626
Family Factors					
Hours on family duties	0.003 (0.116)	0.139 (0.118)	-0.077 (0.108)	0.051 (0.102)	-0.134 (0.181)
Daily household chores	0.031 (0.096)	0.022 (0.098)	0.023 (0.089)	-0.029* (0.085)	-0.227 (0.151)
Take care of children	-0.382 (0.218)	-9.86E-04 (0.2E-04)	-0.017 (0.203)	-0.431* (0.193)	-0.231 (0.341)
Take care of elderly	0.145 (0.105)	0.204 (0.107)	0.182 (0.098)	0.219* (0.093)	-0.120 (0.164)
Child under 3	0.167 (0.457)	-0.266 (0.466)	0.069 (0.425)	0.848 (0.404)	0.395 (0.715)
Child over 3 but below 6	1.019 (0.732)	0.386 (0.746)	-0.069 (0.681)	0.650 (0.647)	-0.235 (1.146)
Child over 6 but below 12	0.996 (0.749)	-0.229 (0.764)	0.148 (0.698)	0.806 (0.662)	0.791 (1.173)
Child over 12	0.703 (0.423)	1.198** (0.431)	-0.198 (0.394)	0.682 (0.374)	-0.370 (0.662)
Domestic Helper	-2.112 (0.291)	-0.532 (0.297)	-0.382 (0.271)	-0.384 (0.257)	-0.227 (0.456)
Community child care & family services	-1.587 (1.476)	-1.015 (1.505)	-1.215 1.374	-1.600 1.305	-2.039 2.311
Private child care & family services	-0.363 (1.101)	0.717 (1.122)	1.042 (1.025)	-0.520 (0.974)	2.178 1.723

Assistance from spouse	-0.615 (0.371)	-0.960* (0.378)	0.131 (0.345)	-0.858* (0.328)	0.745 (0.581)
Assistance from other family members	0.143 (0.222)	-0.348 (0.227)	0.173 (0.207)	0.104 (0.197)	0.745 (0.581)
Assistance from friends/neighbors	0.278 (0.411)	0.557 (0.419)	0.329 (0.383)	0.412 (0.363)	0.803 (0.643)
Marital status	0.714* (0.337)	0.816* (0.344)	0.063 (0.314)	1.041** (0.298)	0.491 (0.528)
Change in R-square	0.214** F=0.000	0.491** F=0.000	0.128 F=0.346	0.505** F=0.000	0.197 F=0.477
<u>Job Factors</u>					
Job rigidity	-0.159 (0.130)	-0.276* (0.132)	-0.069 (0.121)	-0.066 (0.115)	-0.147 (0.203)
Employment status	-0.445 (0.481)	-1.499** (0.491)	-0.407 (0.448)	-0.318 (0.426)	0.209 (0.754)
Hours on work	-0.042 (0.069)	-0.053 (0.071)	-0.012 (0.065)	0.032 (0.061)	-0.040 (0.109)
Career aspiration	0.032 (0.224)	-0.042 (0.228)	-0.009 (0.209)	0.052 (0.198)	-0.310 (0.351)
Change in R-square	0.008** F=0.000	0.100** F=0.000	0.031 F=0.456	0.019** F=0.000	0.138 F=0.683
<u>Work family conflict</u>	-0.341 (0.210)	-0.055 (0.214)	-0.149 (0.196)	-0.075 (0.186)	-0.409 (0.329)
Change in R-square	0.008** F=0.000	0.627** F=0.000	0.001 F=0.523	0.000** F=0.000	0.021 F=0.635
<u>Overall Perception</u>	0.314* (0.141)	-0.003 (0.144)	0.252 (0.131)	0.167 (0.125)	0.021 (0.221)
Change in R-square	0.036** F=0.000	0.000** F=0.000	0.043 F=0.355	0.012** F=0.000	0.000 F= 0.699
Constant	4.098 (1.592)	6.089 1.624	3.606 1.483	2.991 1.409	4.600 2.493

* P<0.05; ** P<0.01

Standard error are in parentheses

Findings on Availability and Usage of Family Friendly Policy

For H6-H9, we aim to test whether how company characteristics in terms of size and capital based affect the availability and use of family friendly policy.

This hypothesis that the greater the size of an organization, the more family friendly items are available for employee is rejected. We find that both large corporation with 500 staff or over and the small firm with 1-19 staff are the companies which provide the most family friendly policy as shown by F-test in Table 7. The mean score of availability of family friendly policy for company with 1-19 staff is 2.27, the mean score for large corporation with 500 staff or over is 1.27 while the mean score of others are below one. The large corporations have more family friendly policy as they have more capital and can enjoy economies of scale in doing so. For small firms, as their size are small and organizational structure is simple, the relations between the boss and the staff is close. The boss thus cares more about the staff's family issues and grant them job flexibility more easily. For example, the boss may tolerate their staff to have few hours leave to bring their children to clinic when they are sick.

Nevertheless, we can find that the availability of family friendly policy in Hong Kong is still not popular. Most of the firms have not yet recognized the need to support their married female staff.

This hypothesis is that more family friendly policy will be provided by Asian based companies than by non-Asian based companies is rejected. The mean score of

availability of family friendly policy in Asian based companies is 1.13 while the mean score of non-Asian based companies is 1.28. There is no significant difference in the provision of family friendly policy in terms of capital base as shown in Table 7.

TABLE 7

**COMPARISON OF AVAILABILITY & USAGE OF FAMILY FRIENDLY
POLICY BY CAPITAL BASED**

	Asian Based	Non-Asian Based	F Value
Availability	1.13	1.28	0.16
Usage	0.34	0.48	1.70

The hypothesis that the greater the size of the organization, the higher the usage of family friendly policy is rejected. The mean score of usage of companies with 1-19 staff is 0.6 while the mean score of companies with 500 staff or over is 0.44. As revealed by F-test, there is no indication that company size determines the usage of family friendly policy.

Based on the statistical results of F-test in Table 7, the hypothesis that more family friendly policy will be used in Asian companies than by non-Asian companies is rejected. The mean score of usage of family friendly policy in Asian based companies is 0.34 while the mean score in non-Asian companies is 0.48. In other words, staff in Asian companies do not use family friendly policy more often than non Asian companies.

TABLE 8

COMPARISON OF AVAILABILITY & USAGE OF FAMILY FRIENDLY

POLICY BY COMPANY SIZE

	1-19	20-49	50-99	100-499	500 up	F Value
Availability	2.27	0.50	0.67	0.91	1.27	2.68*
Usage	0.60	0.22	0.24	0.27	0.44	1.54

* Significant at $p<0.05$

Other Findings

Apart from the above hypotheses, it is found that favorable perception on family friendly policy is significant in increasing job satisfaction, lowering turnover intention and increasing commitment to the company. However, perception on family friendly policy has no impact on job performance and job choice.

Besides, we found that a more favorable perception of family friendly policy will not lead to a higher level of family friendly policy usage by the female executives. ($R^2=0.001$, $F=0.789$, $p>0.05$) as shown in Table 9. This shows that attitude and behavioral intention may not have one to one correspondence. If the company does not have a supporting organizational culture or supporting supervisors, people will not use the policy provided by the company. It is because they are afraid that others will perceive them as incapable to handle both work and family duties if they use family friendly policy.

TABLE 9
PERCEPTION ON USE OF FAMILY FRIENDLY POLICY

Independent Variable	Usage of family friendly policy
Overall Perception of family friendly policy	0.051 (0.078)
R-square (with F=0.4314)	0.006
Constant	0.229 (0.173)

It is also found that married respondents and respondents with children have a significant higher level of work family conflict and a more favorable perception of the family friendly policy than the single respondent and those without children. This means that married women who bear the burden of child care need family friendly policy the most.

TABLE 10
COMPARISON OF MEANS BY MARITAL STATUS

	Single	Married	F Value
1. Work-Family Conflict	1.92	2.20	5.63*
2. Career Aspiration	2.61	2.56	0.86
3. Use of family friendly policy	0.32	0.45	1.34
4. Perception of family friendly policy	2.00	2.27	1.89
5. Perception of time family friendly policy	2.17	2.64	4.80
6. Perception of service family friendly policy	1.89	2.36	4.73*
7. Perception of financial family friendly policy	2.15	2.56	2.48
8. Job Satisfaction	3.45	3.50	0.06
9. Turnover Intention	2.68	2.69	0.001
10. Job Performance	3.41	3.66	2.47
11. Commitment to Company	3.71	3.91	0.35
12. Job Choice	3.04	3.50	3.10

* significant at $p < 0.05$

TABLE 11
COMPARISON OF MEANS BY MOTHERHOOD STATUS

	With Children	Without Children	F Value
1. Work-Family Conflict	2.36	1.94	8.67**
2. Career Aspiration	2.62	2.36	3.55
3. Use of family friendly policy	0.56	0.32	3.56
4. Perception of family friendly policy	2.68	2.02	13.22*
5. Perception of time family friendly policy	2.20	3.33	11.63**
7. Perception of service family friendly policy	1.92	2.89	2.78**
8. Perception of financial family friendly policy	2.25	2.87	5.93
9. Job Satisfaction	3.82	3.46	1.87
10. Turnover Intention	3.12	2.67	2.58
11. Job Performance	3.76	3.44	2.83
12. Commitment to Company	4.18	3.72	3.36
13. Job Choice	3.29	3.17	0.15

*significant at $p < 0.05$

**significant at $p < 0.01$

Besides, among the various family friendly policy, financial support is perceived as the most helpful by our respondents, time support the second and service support the least. Nevertheless, the score of perception of time and financial support are very close. Companies can thus target the needs of those married women first and offer financial and time support as their first step to provide a family friendly work place.

TABLE 12**SUMMARY OF PERCEPTION ON FAMILY FRIENDLY POLICY**

	Mean	Standard Deviation	N
Overall perception	2.09	0.71	84
Perception on time support	2.22	0.81	90
Perception on service support	1.92	0.73	87
Perception on financial support	2.26	1.14	95

CHAPTER V

DISCUSSION

Summary of Findings

First of all, family factors are closely related to the use and perception of family friendly policy. This is consistent with our previous findings that married women, especially those have children, perceive the family friendly policy as more helpful than those who are unmarried and without children. Nevertheless, the difference between single and married respondents is not great. It implies that the unmarried career women welcome the introduction of family friendly policy as they will also be benefited after getting married. On the other hand, family factors are not significantly correlated with work family conflict. It is contrary to the previous study that family factors are important cause of work family conflict of women (Pleck, 1977).

Second, job factors have the second greatest explanatory power of work family conflict and the use and perception of family friendly policy of our respondents. It is consistent with the previous findings that people with rigidities of workplace practices have greater work family conflict and hold more positive attitude towards the use and

perception of family friendly policy. Besides, we find that married women have relatively lower career aspiration than unmarried women.

Third, work family conflict of our respondents are relatively low with a mean score of 2.099. Also, the correlation between work family conflict and the use and perception of family friendly policy are not strong (though significant). In our research, it confirms the previous study that having children leads to greater work family conflict. Nevertheless, our findings indicate that it is not until the introduction of “motherhood role” and role expansion appears to influence work behavior and attitudes. Rather, introduction of “wife role” has already brought greater work family conflict to career women.

Fourth, our respondents as a whole realize the importance of the family friendly policy though the mean score (i.e. 2.25) is low. Nevertheless, this reflects the low level of militancy in the organization’s workforce rather than the level of their needs. Many Hong Kong people are still internalized and influenced by the traditional belief that work and family are two entirely separate domains and it is the individual responsibility to look after family affairs. Among our respondents, women who are just married and those with children aged three or below are the groups prefer to have family friendly policy most. Our respondents, especially those have married and with children, perceived that their job satisfaction, commitment to company and retention rate will be increased, if their companies provide them with family friendly policy. Nevertheless, the provision of family friendly policy can neither affect their job choice nor improve

their job performance. It implies that family friendly policy alone is not a strong recruitment tool to attract talent candidate in Hong Kong.

Fifth, among the three dimensions of family friendly policy, money support is the most desirable by our respondents (mean=2.26), time support is the second (mean=2.22), and services dimension is the least (mean=1.92). It is consistent with the previous study that cash is "King" to Hong Kong people (HK Staff, 1996). However, it is contrary to the previous study that flextime is most desirable by employees (Schwartz, 1996). The least desirability of service dimension of family friendly policy may be due to the unique characteristic of Hong Kong situation. First, Hong Kong people change jobs frequently. People are less prefer to have family friendly service as child care center provision because they have to change the child care services for their children once they change their jobs, which is likely to create inconvenience and adaptation problems for their children. Second, though family structure in Hong Kong is nuclearized, married women can still get assistance from their family members. For example, many women bring their children to their mothers or mothers-in-law for guidance and care when they go to work and take them back after work. Also, Filipino maids are popular in Hong Kong. Third, our respondents only spend few hours in performing family duties, an average of 1.55 hours per day. It implies that most of their family burden may be psychological rather than physical in nature. For example, they miss their children and need to check their pace of studying and doing homework by phone in office hours, even though they are being looked after by their relatives and maids. As some career women have already obtained family services, they prefer direct financial assistance for their childcare services and more flexible time arrangement from

their companies. Nevertheless, married women with children aged three or below perceive the service and time supports of family friendly policy as more important. It is understandable as children below three years old require more care and concern from parents. Also, the mother may prefer to look after them directly as they are so small. All in all, our findings show the cultural and social contingency of family friendly policy. In other words, we cannot simply borrow the family friendly policy from abroad without modification and consideration of local situation. The married career women in Hong Kong prefer money and time supports to service supports. This is favorable to employers as most of Hong Kong companies are small sized who cannot support family friendly services such as child care center. In Hong Kong, approximately 90% of companies are small sized with 1-19 staff. It is difficult for them to enjoy economies of scale and put up enough resources to establish child care center. However, it is easier for them to provide financial assistance or flextime, which their married staff desire most, to motivate and retain them.

Sixth, our research findings indicate that availability of family friendly policy in Hong Kong is low and there is no significant difference of availability of family friendly policy between Asian based and non-Asian based companies. It implies that most companies in Hong Kong have not yet recognized the importance of balancing the work and family of their staff. On the other hand, we find that companies with 1-19 staff and 500 or above provide most family friendly policy. It is understandable as employer-employee relations in small sized companies are more close and company structure and procedure are less formal. Thus, they can be more flexible to grant the staff leave or day-off if their staff have to look after their family affairs. For large sized

companies, needless to say, they have economies of scale and more resources to develop family friendly policy.

Recommendations

The findings in our study indicate that there is a need for family friendly policy in Hong Kong. Companies should take *proactive* changes to prepare for the family friendly policy as to retain core staff and compete for capable candidates in the labor market. Otherwise, the companies will loss competitive advantages if they only alerted the need of introducing family friendly policy when all other competitors have introduced and when all their staff have taken family friendly policy as a must,.

We have studied the use and perception of family friendly policy of the career women aged 23 or above in Hong Kong. In our study, we can identify who need family friendly policy more and what are their needs. These information is valuable to companies that plan to provide family friendly policy to their staff. Based on our research and literature review, we have the following recommendations:

1. Who are Responsible to Provide Family Friendly Policy?

As discussed in Chapter II, our literature review, the duties of balancing work and family should be jointly responsible by individual, family, corporate and society. At the organizational level, companies of different size are responsible, too. Small sized companies cannot deny this responsibility with the excuse of limited resources. Our

findings show that Hong Kong career women even prefer flexible time and financial assistance to the capital intensive child care center. These benefits can be more easily provided by small sized companies as they are not in economies of scale to establish and run a child care center.

2. Who are the Target Users?

Our findings indicate that married women with children three years old or below are the groups have the greatest need of family friendly policy. They need more assistance as they have not adapted to their new roles. Also, children below three years old require more care from their parents. If family friendly policy is introduced to assist them in this transitory period, they can continue to work and contribute to their companies.

3. What Kinds of Family Friendly Policy are Needed to Provide?

Financial assistance and flexible time arrangement (such as flextime, compressed workweek, job sharing , family leave and direct financial assistance) are the two most desirable benefits perceived by our respondents. Nevertheless, family friendly service as employee counseling, resources and referral services, on-site child care or elderly care services and freedom in choosing work location are still desirable to provide if the companies can support the investment costs. Provision of these services can bring the company additional benefits. For example, Hong Kong Bank comments that more employee are willing to work overtime as their child care centers

are open until 7:00 p.m. Also, the work-based center contributes to the whole society because their staff need not to compete for the already limited number of community child care center available in Hong Kong with people do not have company-sponsored child care center services and other family assistance. As a result, this centers create a very good public image and positive reputation for Hong Kong Bank, which in turn makes it easier to retain and recruit staff (HK Staff, 1995). Though there are many child care services options in Hong Kong as Filipinos and family members and married women have not yet aware of the duties of companies in providing child care services, its introduction is unquestionably helpful as children are taken care by qualified people (teachers and nurses). Also, the center is a good educational foundation to equip children with basic skills and knowledge necessary for future development by "learning through playing" activity approach (HK Staff, 1995 & 1991).

Apart from the above family friendly policy, "Flexible Benefit Scheme" as discussed in Chapter II is a good alternative as well. The company tells each employee the size of the benefit pie and the employees then decide how it is sliced (HK Staff, 1996). People can thus allocate more benefits as bonus and holidays for handling family affairs. This can avoid jealousy among non users of family benefits as all staff can enjoy the flexible benefit scheme and allocate the benefits according to their own needs.

4. How to Provide Family Friendly Policy?

To introduce family friendly policy into organization, we should not simply treat it as a benefit package but a change of philosophy, organizational culture and the entire system.

First of all, each company should have a detailed users' analysis. Though our study have identified the groups with the greatest demand of family friendly policy, there may be variations among different companies. Thus, a users' analysis is needed to identify who are the users in their own companies and what are their needs. Only after a detailed users' analysis, we can tailor design the policy to best suit the users' interests.

Second, we should treat the introduction of family friendly policy as an integrated system change. A family friendly organizational culture which care for the staff and encourage their use of family friendly policy is needed. Direct supervisors' and top management's supports are very important. Evidences indicate that resistance and non-supportive attitude of management are primary impediments to the use and effectiveness of family friendly policy (Schwartz, 1996). Besides, all human resources functions as recruitment, training, promotion, evaluation and compensation are needed to be changed. For example, companies should no longer discriminate married female staff and those with children in recruitment, training and promotion. Also, evaluation system should be adjusted as not simply taking full attendance as an indicator of good employee. Rather, it should be what the employees perform and contribute to the company that count.

Third, we should be careful in gaining the supportive force and overcoming the restraining force for a successful organizational change. As family friendly policy is new in Hong Kong, better communication in the organization is needed. For the family benefits users, companies should provide them with information about the family friendly policy actively and make them feel comfortable to use the benefits. For non-family policy users, companies should be careful in explaining the objectives of the family friendly policy and to avoid their jealousy and perception of unfair.

Fourth, we should not simply treat the introduction of family friendly policy as a one shot change. Rather, the policy should be flexible to cope with the rapid changing environment. Consultation, evaluation and feedback changes are needed in the due process to develop a family friendly policy which can maximize the interests of all the stakeholders.

To summarize, we have the following management tips for those companies who would like to introduced family friendly policy.

TABLE 13

MANAGEMENT TIPS OF INTRODUCING FAMILY FRIENDLY POLICY

DO	DON'T
DO tailor work family policy to the companies' cultures on the one hand and develop a family friendly culture on the other.	DON'T rely on benchmarking to sell a family friendly policy, imitation has a short-lived value.
DO sell qualitative values of new initiatives.	DON'T sell the quantitative measures of work family agendas.
DO focus on long-range issues that reflect a new workforce sociology.	DON'T suggest new agendas as a panacea for all corporate ills.
DO put initiatives in the context of a new era of social contracts.	DON'T position programs as "damage control" solutions.
DO communicate in simple, understandable terms and universally accepted concepts.	DON'T lean on jargon, academic language or trendy, politically correct rationales

Sources: "Selling Work/Family Agendas to CEOs." HR Focus, May 1996. P.

CHAPTER VI

CONCLUSION

In conclusion, our findings indicate that Hong Kong career women realize the importance of family friendly policy and believe that their job satisfaction, retention rate, and commitment to company will be increased by its introduction. In view of this, companies should make proactive changes and prepare family friendly policy as soon as possible. This is particularly important today as female labor force participation is increasing and more of them are filling the managerial and executive grades. It will be a great loss of human resources if these capable and experienced career women sacrifice work for their family. Family friendly policy can bring benefit to the company. Also, evidences show that provision of family friendly policy can help to raise corporate image and reputation. To be a good corporate citizen and to have a “win-win situation” with employees, it is important for companies to introduce family friendly policy if it is not available yet.

Our study is important as we provide the companies' management level an overview of the employees' need and attitudes of family friendly policy in Hong Kong. For example, we show who are the target users, what do they looked for, and how the policy can help them. More importantly, our analysis and recommendations provide lessons for management to have feasibility studies of family friendly policy into their

companies. Management should bear in mind that mere imitation from other successful programs may not yield the same level of effectiveness in their own companies. Family friendly policy should be tailor-designed to suit their staff and organizational environment. Also, supporting elements as family friendly organizational culture, supports from direct supervisors and top management are vital. We should treat the introduction of family friendly policy as a wider change of organizational culture and management philosophy.

Nevertheless, our study does have some limitations: First of all, because of the constraint of the newly introduced *Personal Data Privacy Ordinance*, we cannot obtain the namelist of the female graduates from The Alumnus of The Chinese University of Hong Kong for representative random sampling. Thus, our survey is conducted by means of convenience sampling. Nevertheless, we have tried to overcome this limitation by getting samples from different sources as part-time BBA & MBA program, Diploma of Management Studies of The Chinese University of Hong Kong and Hong Kong Federation of Women. Through personal network, we have tried to obtain samples from different industries and type of business to increase the representativeness of our samples.

Second, as most of our samples are part-time students of BBA, MBA programs and Diploma of Management Studies, only one-third, (n=33) of our samples are married. The small number of married respondents in our survey limits the generalization power of our results to all the married career women in Hong Kong. Besides, as our respondents can manage to take part-time training programs for career

advancement, they may originally have less work family conflict, better ability to handle this conflict and have stronger career aspiration than the other career women in Hong Kong.

Third, our recommendation of launching family friendly policy in Hong Kong is mainly based on our survey findings and literature review. We have not interviewed the management of the Hong Kong companies to understand their attitudes towards family friendly policy and their underlying concerns. Fortunately, we can alleviate this limitation by our literature review. Also, given that our ultimate research objective is to study the use and perception of family friendly policy among Hong Kong career women, it is justifiable that we do not have company interviews to collect information from the employer side.

All in all, though family friendly policy is still new in Hong Kong, it can help to balance work and family duties of us as effectively as in United States and Japan. It is hoped that its introduction can bring more benefits to individual, family, organization and the society as a whole!

APPENDIX

QUESTIONNAIRE

We are a group of MBA students and are now doing our final year research project on "Family Friendly Policy in Hong Kong". We would appreciate your kind assistance in taking about 10 minutes to complete this questionnaire for us. Thank you very much for your kind cooperation.

Part I - Family and Job Duties

1. Generally speaking, I spend _____ hours on **WORK** daily.
Generally speaking, I spend _____ hours on **FAMILY DUTIES** daily.

2. To what extent are you responsible for the following family duties?

	Extremely small extent	Fairly small extent	Fairly large extent	Extremely large extent	Not Applicable
1. Take up daily household chores	1	2	3	4	N/A
2. Take care of my children	1	2	3	4	N/A
3. Take care of elderly	1	2	3	4	N/A

3. Are you using / receiving the following family assistance?

1	Domestic helper	Yes	No
2	Community child care & family services	Yes	No
3	Private child care & family services	Yes	No
4	Assistance from spouse	Yes	No
5	Assistance from other family members	Yes	No
6	Assistance from friends / neighbors	Yes	No

4. Please indicate to what extent do the following statements describe your current situation.

		Always	Often	Seldom	Rare	Never
		s				
1	I have to work overtime.	1	2	3	4	5
2	I have to work irregular hours.	1	2	3	4	5
3	I have out-of-town business trips.	1	2	3	4	5
4	I have to work on weekends and Sundays.	1	2	3	4	5
5	I am still thinking of my job after working hours.	1	2	3	4	5

5. Your level of position in your company is :

- _____ Senior managerial / executive level
 _____ Middle managerial / executive level
 _____ Junior managerial / executive level
 _____ Others, please specify _____

6. How long have you been with your present employer?

- _____ 1 year or less
 _____ More than 1 year but less than 3 years
 _____ More than 3 years but less than 5 years
 _____ 5 years or more

7. How long have you been at your present position?

- _____ 1 year or less
 _____ More than 1 year but less than 3 years
 _____ 3 years or more

8. To what extent do you agree with the following statements?

		strongly disagree	disagree	agree	strongly agree
1	My family life disturbs me in meeting the goals in my work.	1	2	3	4
2	My responsibility to the home and family makes it difficult for me to devote all the time I would like to my work.	1	2	3	4
3	My working schedule conflict with my family life.	1	2	3	4
4	I feel guilty that my family loses something because of my career.	1	2	3	4
5	My role in the family conflicts with my role at work.	1	2	3	4

9. To what extent do you think the following statements appropriately describe your career aspiration?

		strongly disagree	disagree	agree	strongly agree
1	The most important thing that happen to me involve my work.	1	2	3	4
2	Most of my interests are centered around my job.	1	2	3	4
3	My job is a very important part of my life.	1	2	3	4
4	To me, my job is a very large part of who I am.	1	2	3	4
5	I am very much personally involved with my job.	1	2	3	4

Part II - Use and Perception of Family Friendly Policy

10.

Family Friendly Policy	Does your company provides them?	If YES, have you ever used them?
<u>Time</u>		
Flextime	Yes / No	I have / haven't
Compressed workweek	Yes / No	I have / haven't
Job sharing	Yes / No	I have / haven't
Family leave	Yes / No	I have / haven't
<u>Services</u>		
Employee counseling	Yes / No	I have / haven't
Resources and referral services	Yes / No	I have / haven't
On-site child care or elderly day care	Yes / No	I have / haven't
Free to choose work location	Yes / No	I have / haven't
<u>Money</u>		
Subsidization of dependent care cost	Yes / No	I have / haven't

11. FOR EACH OF THE FOLLOWING ITEM, to what extent do you think they are helpful to you *NOW*?

	Not Helpful	Moderately Helpful	Helpful	Very Helpful
<u>Time</u>				
Flextime	1	2	3	4
Compressed workweek	1	2	3	4
Job sharing	1	2	3	4
Family leave	1	2	3	4
<u>Services</u>				
Employee counseling	1	2	3	4
Resources and referral services	1	2	3	4
On-site child care or elderly day care	1	2	3	4
Free to choose work location	1	2	3	4
<u>Money</u>				
Subsidization of dependent care cost	1	2	3	4

12. If your company provides family friendly program, to what extent will they affect you in the following aspects?

	strongly decrease	decrease	no effect	increase	strongly increase
1. job satisfaction	1	2	3	4	5
2. turnover intention	1	2	3	4	5
3. job performance	1	2	3	4	5
4. commitment to the company	1	2	3	4	5

13. How important family friendly program is a criterion in affecting your choice of job?

Very unimportant	unimportant	Important	Very important	Irrelevant
1	2	3	4	5

Part III - Personal Particulars *(Please tick the appropriate blankets)*

14. Your highest education level is
☐ Secondary (including matriculation)
☐ Post-secondary Diploma
☐ Bachelor's degree/ Professional Qualifications
☐ Postgraduate's degree
15. Your age is :
☐ 23 - 28 ☐ 29 - 34 ☐ 35 or above
16. Your marital status is :
☐ Single
☐ Married
☐ De facto / Cohabitation
☐ Divorced
☐ Widowed
17. If you are married, how many years have you been married?
☐ Less than 1 year
☐ Over 1 year but less than 5 years
☐ Over 5 years but less than 10 years
☐ Over 10 years
☐ Not Applicable
18. How many children do you have and how old are they?
- | <u>Age range</u> | <u>No. of children within this age range</u> |
|--|--|
| <input type="checkbox"/> under 3 years old | <input type="text"/> |
| <input type="checkbox"/> over 3 but below 6 years old | <input type="text"/> |
| <input type="checkbox"/> over 6 but below 12 years old | <input type="text"/> |
| <input type="checkbox"/> over 12 years old | <input type="text"/> |
| <input type="checkbox"/> Not Applicable | |
19. Your current employment status is :
☐ Self-employed
☐ Working full-time
☐ Working part-time
☐ Unemployed and looking for job
☐ Full-time housewife
☐ Others, please specify _____

20. Your present job is in the sector of :
☐ Not applicable
☐ Manufacturing
☐ Wholesale, retail, restaurants and hotels
☐ Import / Export trades
☐ Transport, storage and communication
☐ Financing, insurance, real estate and business services
☐ Community, social and personal services
☐ Others, please specify _____
21. In terms of capital based, your company is run by :
☐ Hong Kong people
☐ Mainland Chinese
☐ Japanese
☐ American
☐ British
☐ Others, please specify _____
22. In terms of number of staff, your company size is :
☐ 1 - 19 staff
☐ 20 - 49 staff
☐ 50 -99 staff
☐ 100 - 499 staff
☐ 500 staff and over
23. Your average monthly own income is :
☐ Less than HK\$10,000
☐ HK\$10,001 - HK\$30,000
☐ HK\$30,001 - HK\$50,000
☐ HK\$50,001 - HK\$100,000
☐ HK\$100,000 or above
24. Your average monthly household income is :
☐ Less than HK\$15,000
☐ HK\$15,001 - HK\$30,000
☐ HK\$30,001 - HK\$50,000
☐ HK\$50,001 - HK\$100,000
☐ HK\$100,000 or above

This is the end of the questionnaire. Thank you very much for your cooperation!

BIBLIOGRAPHY

Anonymous. "Child-Care At Work." HK Staff (April 1995): 30-31.

Anonymous. "Employers Struggle With Flexible Benefit in Hong Kong." HK Staff (April 1996): 17, 20-23.

Anonymous. "First Employer-Subsidized Child-Care Service." HK Staff (February 1991):2

Budd, J.R. "Selling Work/Family Agendas to CEOs." HR Focus (May 1996): 22-23.

Burke, R.F. & Mckeen,C.A. "Employment Gaps, Work Satisfaction and Career Advancement among Women Chartered Accountants.", Journal of Managerial Psychology 10 (July 1995):16-21.

Campbell, D. et al.. "The Effect of Family Responsibility on the Work Commitment and Job Performance of Non-Professional Women." Journal of Occupational and Organizational Psychology (June 1994): 283-296.

Chow, Irene. "Career Aspiration, Attitudes and Experience of Female Managers in Hong Kong." Women In Management Review 10 (January 1995): 28-32.

Glass, J. & Fujimoto, T. "Employer Characteristics and the Provision of Family Responsive Policies." Work & Occupation 22 No. 4 (November 1992): 380-441.

- Goodstein, J.D. "Institutional Pressures and Strategic Responsiveness: Employer Involvement in Work-Family Issues." Academy of Management Journal 37. No.2 (1994): 350-382
- Greenhaus, J.H. & Beutel, N.J. "Sources of Conflicts between Work and Family Roles." Academy of Management Review (1995) 76-81.
- Grover, S.L. & Crooker, K.J. "Who Appreciates Family-Responsive Human Resources Policies: The Impact of Family Friendly Policy on the Organizational Attachment of Parents and Non-Parents." Personnel Psychology 48 (1995): 270-275
- Hand, S. & Zawacki, R.A. "Family-Friendly Benefits, More Than a Frill." HR Magazine (October 1994): 79-84.
- Hills, K. "The Structure of Women Managers Careers: The Influence of the Family Division of Labor in Comparative Perspective." in Proceedings of Women in Management in Asia Conference, edited by Westwood, R.I., (1993): 225-236.
- Hohl, K.L. "The Effects of Flexible Work Arrangements." Nonprofit Management and Leadership 7 No.1 (Fall 1996): 69-86.
- Hong Kong Statistics Department. Hong Kong Population Bi-Census (1997)
- Jenner, L. "Work-Family Programs: Looking beyond Written Policies", HR Focus 17 (January 1994): 19-20.
- Johnson, A. "The Business Case for Work-Family Program." Journal of Accountancy (August 1995): 53-58.

- Johnson, N.B. & Provas, K.G. "The Relationship between Work/Family Benefits and Earnings: a Test of Competing Predictions." Journal of Socio-Economic 4 No. 4 (1995): 571-584.
- Kaldenberg, B et al. "Work and Commitment among Young Professionals: A Study of Male and Female Dentists." Human Relations 48 (November 1995): 1355-1377.
- Lewis, S. "Family Friendly Employment Policies: A Route to Changing Organization Culture or Playing about at the Margins?" Family Friendly Employment Policy 4 No. 1. (January 1997): 13-23.
- Lewis, S. & Cooper, C.L. "Balancing The Work/Home Interface: A European Perspective." Human Resources Management Review 5 No. 4 (1995): 289-305.
- Macadam, M.N. "Ethics of Family Friendly Policy." Executive Excellence (February 1994): 14.
- Marks, S.R. "Some Notes on Human Energy, Time and Commitment." American Sociological Review 42: 921-936.
- Milliken, F.J.et al. "Understanding Organizational Adaptation to Change: The Case of Work-Family Issues." Human Resources Planning 13 (1990): 91-107.
- Moore, T. "Work and Family - A Balancing Act." Asia Pacific Journal of Human Resources 34 No.2 (1994): 119

- Morgan, H. & Milliken, F. J. "Key to Action: Understanding Differences in Organizations' Responsiveness to Work-And -Family Issues." Human Resources Management 31 (1992): 227-248.
- Ng, S.L. "Child Care at Work." Hong Kong Staff (April 1995): 30-33.
- Ngo, H.Y. "Employment Status of Married Women in Hong Kong." Sociological Perspectives 35 (March 1992): 475-488.
- Ngo, H.Y. & Lau, C.M. "Work Family Conflict of Women Executives in Hong Kong." in Proceedings of Women In Management In Asia Conference, edited by Westwood, R. I. (1993): 211-224.
- Ostermen, P. "Work/Family Programs and the Employment Relationship." Administrative Science Quarterly. 40 (1995): 681-700.
- Parry, G & Warr, P. "The Measurement of Mothers' Work Attitudes." Journal of Occupational Psychology 53 (1980): 245-252.
- Pleck, J. H. "The Work-Family Role System." Social Problems (1977) 24: 417-428
- Powell, W. W. "Expanding the Scope of Institutional Analysis" in W. W. Powell & P. J. DiMaggio (Eds.), The New Institutionalism in Organizational Analysis (1991): 183-203. Chicago: University of Chicago Press.
- Pringle, J & Tudhope, J. "Family Friendly Policy: The Experiences of Three New Zealand Companies." Asia Pacific Journal of Human Resources 34 No.3 (1994): 77-89.

Salkever, M., & Singerman, J. "The Origins and Significance of Employer-Supported Child Care in America." in C. Seefeldt (Ed.), Continuing Issues in Early Childhood Education. Columbus, OH: Charles E. Merrill : 43-54.

Schwartz, D. "The Impact of Work-Family Policies on Women's Career Development: Boon or Bust?" Women In Management Review 11 (March 1996): 5-19

Scoh, M.B. "Business Can Benefit by Supporting Workers' Effort to Balance Work and Family." Employee Benefit Plan Review 50 (August 1995): 6-8.

Seyler, et al., "Balancing Work And Family: The Role of Employer Supported Child Care Benefits." Journal of Family Issues 16 (March 1995)"170-193.

Voydanoff, P, "Work Role Characteristics, Family Structure Demands and Work Family Conflicts." Journal of Marriage and Family (August 1988): 749-761.

Walterscheid, E. "Family-Friendly Work Policies." Work & Family (November-December 1993): 50-51.

Wentling, R.M. "Breaking Down Barriers to Women's Success." HR Magazine (May 1995):79-85.

CUHK Libraries



003559666